

STATINTL

Approved For Release 2002/06/05 : CIA-RDP79-00498A000400050004-8

DD/A Registry
76. 4815

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FILE OFM-9

13 September 1976

MEMORANDUM FOR: Deputy Director of Central Intelligence

INFO : Director of Personnel
Comptroller

FROM : Director, Equal Employment Opportunity

SUBJECT : Minority Employment in Excess of Ceiling

1. Former Director Colby's memorandum of 19 June
1978 (copy attached) on minority employment in excess of
ceiling, while in some cases facilitating the hiring of
minorities, has created a number of problems that
require solution.

2. Theoretically, most managers agree that Mr. Colby's
memorandum provides a flexibility that was not available
previously. Yet these same officials are reluctant to put
the provisions into use because of shortages of funds and
the lack of understanding on how the excess personnel will
ultimately be slotted. Moreover, many managers are unable
to predict if they will be able to conform to ceiling at
the end of the fiscal year when they must bring their
strength to assigned levels.

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3. The problem is basically one of allocation of
resources. We cannot ask a manager to hire someone in
excess of ceiling without providing funds to pay salary.
One possible solution to this difficulty is to create an
undesignated category for the Age [] and to place persons --
minority or otherwise -- hired in excess of ceiling in this
grouping. This would pay salary and provide a slot,
albeit a temporary one. If the office to which he/she was
assigned did not achieve ceiling strength by the end of the
fiscal year, the individual would remain undesignated.

4. Such a mechanism could be applied to overseas
slotting as well. A unique problem which has come to the
attention of Mr. [] the Hispanic Program
Coordinator, in this connection, is the need to assign
a [] that is up to strength
and that will remain so for several years. If the

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mechanism mentioned in paragraph 3 could be put to use in this regard, the individual could be assigned to the station and could be carried in undesignated status until the station could subsume him.

5. Recommendation:

To resolve the above problems the Comptroller and the Office of Personnel should be requested to:

a. Provide procedures and funds to pay salaries for minorities hired in excess of ceiling by the various offices, staffs, divisions and components.

b. Provide slots for minorities hired until the hiring offices are able to subsume these individuals into their own T/Os.



Director
Equal Employment Opportunity

CONCUR:

paragraph 5a:

E. H. Knoche
DDCI

paragraph 5b:

E. H. Knoche
DDCI

attachment:
memorandum

Wlio keeps T&A's, etc.?

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM

UNCLASSIFIED	CONFIDENTIAL	SECRET
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2	7D 26, Headquarters		
3			
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6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	

Remarks:

Per our telecon.

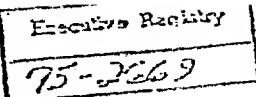
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Director of Personnel

27 SEP 1976

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UNCLASSIFIED CONFIDENTIAL SECRET (40)



13 JUN 1975

REFERENCE

MEMORANDUM FOR: Director of Central Intelligence
 FROM : Deputy Director for Administration
 SUBJECT : Minority Employment in Excess of Ceiling

1. Action Requested: It is requested that you delegate to the Director of Personnel authority to allow the head of an operating component to temporarily exceed ceiling in those cases where qualified minority applicants could not otherwise be employed.

2. Basic Data or Background: We have noticed in the last two months that qualified minority applicants are being "rejected" by components because of ceiling restrictions. Included are individuals with rather impressive credentials and young black liberal arts graduates from good schools who have a good grade-point average. Six months ago they would have been seriously considered for employment, and many would undoubtedly have been put in process. We hope this situation will prove temporary. Under the new combined staff and contract manpower ceiling which will become effective 1 July 1975, there may be some room to maneuver. We are mindful, however, of the fact that qualified minority applicants are a "perishable" commodity because they usually have a choice of several good job offers. The chances are slim of recovering good applicants who have been rejected earlier.

Before a minority applicant is rejected, the file is reviewed one last time by the Director of Personnel. It is at this point that comments reflecting component interest "but for ceiling restrictions" can be noted. Several such cases have been noted recently. We believe it would be in the best interests of the Agency to hire such qualified minority applicants. It is informative that we remove as many technical impediments to our HSC Program as possible, and component ceiling fits in this category.

I talked with John McMahon about this. He agrees:

- ① No overriding or 30 June without special action involving component
- ② Component must remain within ceiling as written

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3. Recommendation: We propose that the Director of Personnel be authorized to allow an operating component to temporarily exceed its ceiling in those situations where they have expressed a hiring interest in a qualified minority applicant but can proceed no further because of ceiling limitations. In such cases, the Director of Personnel will stress the obligation of a component to absorb the applicant within ceiling as soon as possible. Inherent in this recommendation is the possibility that a component hiring minority applicants under such conditions could, in fact, be over ceiling at the end of the fiscal year. We should also be aware that this course of action could be criticized as a conscious program of reverse discrimination. We feel, however, these risks are worth taking in our aggressive pursuit of affirmative action commitments.

/s/ John F. Blake
John F. Blake
Deputy Director
for
Administration

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APPROVED [redacted]

/s/ W. E. Colby

10 JUN 1975

Director of Central Intelligence

Date

Distribution:

Orig - (To be ret'd to DDA)

1 - DCI

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✓ - ER

✓ - DDA

2 - D/S/RS (1 w/hold)

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STATINTL DB/Pers/R&P/ [redacted] mcf (10 Jun 75)